

PROVINCE OF SASKATCHEWAN



**10-11**

**ANNUAL REPORT**

**PUBLIC SERVICE  
COMMISSION**



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This annual report is also available in electronic format from the PSC's website at [www.psc.gov.sk.ca](http://www.psc.gov.sk.ca).



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## Letter of Transmittal - Minister



July 25, 2011

His Honour, the Honourable Dr. Gordon L. Barnhart  
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the Annual Report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2011.

The Government of Saskatchewan is committed to increased accountability, to honouring its commitments, and to responsibly managing expenditures.

This 2010-11 Annual Report demonstrates progress towards commitments that relate to the Public Service Commission as of March 31, 2011. This report also provides progress on key strategic themes and actions designed to ensure that an independent, qualified, and professional public service is in place to provide service to the people of Saskatchewan.

The initiatives pursued in 2010-11, and the results achieved, are communicated to the legislature and to the Saskatchewan people through this report.

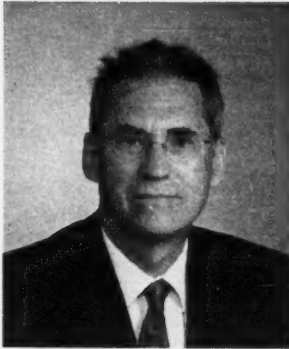
A handwritten signature in dark ink, reading "June Draude". The signature is fluid and cursive, with the first name "June" and last name "Draude" clearly legible.

June Draude  
Minister Responsible for the  
Public Service Commission

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## Letter of Transmittal - Chair



July 25, 2011

The Honourable June Draude  
Minister Responsible for the Saskatchewan Public Service  
Commission

Dear Minister:

I have the honour of submitting the Annual Report for the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2011.

On behalf of the Public Service Commission, I acknowledge responsibility for this report and am pleased to provide assurances on the accuracy and reliability of the information contained within it.

I also acknowledge responsibility for the financial administration and management control of the Public Service Commission.

This annual report highlights actions that help to ensure Saskatchewan continues to have a strong public service to provide programs, policies, and services to the people of this province.

The PSC Executive Committee and I are confident this report provides a reliable account of the activities and actions undertaken by the PSC in 2010-11. Interpretations embedded in this report reflect the best judgment of each reporting unit's leaders.

A handwritten signature in dark ink, appearing to be 'D. Wincherauk', written in a cursive style.

Don Wincherauk  
Chair, Public Service Commission

## Introduction

This annual report presents the Public Service Commission's activities and results for the fiscal year ending March 31, 2011. It reports to the public and elected officials on public commitments made and other key accomplishments of the PSC.

With the release of the PSC Plan for 2010-11, results are provided on the publicly committed strategies, actions and performance measures identified in the Plan. This report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2010-11*, the Minister's Mandate letter, Throne speeches, and other commitments.

The 2010-11 Annual Report sets the stage for future planning and budgeting process by providing an opportunity to assess the accomplishments, results, and lessons learned, and identifying how to build on past successes for the benefit of Saskatchewan people.

## Alignment with the Government's Direction

The PSC's activities in 2010-11 align with Government's vision and three goals:

### Our Government's vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

### Government's Goals

- Sustain Economic Growth for the benefit of Saskatchewan People, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Together all ministries and agencies support the achievement of Government's three goals and work towards a secure and prosperous Saskatchewan.



## Commission Overview

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction for the development of a professional public service based on merit. The Commission delivers human resource services including staffing, classification of positions and labour relations, and works with ministries in the delivery of human resource services.

Effective March 31, 2011, the PSC had 337.7 full-time equivalent employees working in offices in 15 locations. The 2010-11 budget called for 349.8 FTEs resulting in an underutilization of 12.1 FTEs. The primary reason for the underutilization of FTEs is staff turnover, delays in filling vacancies (including hard-to-recruit positions), leaves of absences, and reduced hours of work arrangements.

### 2011-12 FTE Allocations

For 2011-12, the PSC established a budget of 341.8 FTEs. 86 per cent of these full-time equivalent employees provide front-line service to ministry and agency clients. The other 13 per cent provide strategic human resource policy, program and corporate effectiveness support for Executive Government.

Division/Functional Units	FTEs
Central Management and Services	12.9
Corporate Human Resources and Employee Relations	31.2
Human Resource Client Service and Support	170.9
Employee Service Centre	126.8
<b>Total</b>	<b>341.8</b>

### Organizational Structure

The Saskatchewan Public Service Commission has three divisions: Corporate Human Resource Management and Employee Relations; Human Resource Client Service and Support; and the Employee Service Centre. It also has four functional units: Organizational Effectiveness, the Projects Group, Communications, and Corporate Services.

The PSC underwent a small change in 2010-11 with the inception of the Projects Group unit, a description of which is included below.

### Corporate Human Resource Management and Employee Relations

The Corporate Human Resource Management and Employee Relations Division delivers corporate labour relations, compensation, and human resource policy support to the public service. The division represents the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union (SGEU) and Canadian Union of Public Employees, Local 600 (CUPE-600).

The division provides expert labour relations advice and consultation to management in support of program operations. It also provides compensation research and advice, administers wage and salary surveys, and develops classification plans to evaluate all public service jobs.

### Human Resource Client Service and Support

The Human Resource Client Service and Support Division is responsible for providing human resource consulting and advisory services to all government ministries, as well as a variety of employment services.

The Employee and Family Assistance Program provides confidential counseling assistance to government employees and families for work-related and personal problems.

### Employee Service Centre (ESC)

The ESC is the division responsible for the design, development, implementation and operation of human resource administration and payroll services. The division provides centralized payroll, benefits and human resource administration services to public service employees and Ministries.

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## Commission Overview (cont'd)

### **Organizational Effectiveness**

The central Organizational Effectiveness unit leads corporate initiatives in areas such as performance management, workforce planning and succession management. The unit also provides corporate organizational effectiveness consulting and facilitation services to Ministries.

### **Projects Group**

The Projects Group was established within the PSC April 1, 2010. The program has been charged with leading corporate projects (projects that span multiple ministries) that are aimed at exploring more innovative and efficient ways of working across ministries,

and management and oversight of the new Productivity Fund.

### **Communications**

The unit manages the strategic communications function for PSC activities and operations, including cross-Government projects and initiatives.

### **Corporate Services**

The unit provides direction, guidance, and support for internal operations. This includes oversight of the PSC's finances and financial management, security, procurement and facilities, and oversight for information technology.

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## Progress in 2010-11

The Public Service Commission contributes to Government's goals of economic growth, security and promises by working to build and maintain a professional public service.

Please note that the actions and strategies contained in this report reflect PSC-specific results as well as corporate-wide results, depending on the nature of the action taken.

### **Attract and retain a professional, highly skilled and diverse public service workforce**

#### **Results:**

- Led a public service renewal strategy on behalf of the public service to improve the quality of programs and services provided to Saskatchewan citizens and engage employees in improving the quality of their work. Identified priority areas for public service renewal, which include:
  - Core business and citizen-centered service delivery with a focus on ensuring service delivers what the public needs and wants from us;
  - Simplified processes and corporate-wide approaches to activities and action where possible; and
  - People management strategies to support a high-performing, respected and professional public service.
- Provided competitive and fiscally responsible compensation, to ensure Government continues to remain competitive in the labour market. Reviewed compensation and benefit practices for positions facing recruitment challenges and implemented changes to in-scope supplemented salary ranges effective October 1, 2010.
- Continued to enhance diversity in the workforce to ensure the workplace is welcoming for all new employees. Activities included:
  - Provided Aboriginal cultural awareness through orientation, professional development and Aboriginal cultural awareness programs;
  - Established a Diversity Task Force to identify actions to recruit and retain Aboriginal employees across the public service; and
  - Provided guidance and options to ministries regarding accommodation for persons with disabilities in the workplace. Continued to implement the initiative to hire persons with cognitive disabilities. There have been 21 employees placed through this initiative. (*News Release, May 4, 2009*)
- Initiated a study to identify key mid-career retention factors. Internal focus groups were conducted to gain insight into mid-career professional job satisfaction and key retention factors. As well, demographic analysis and external research was undertaken. Mid-career retention is a critical priority for the public service because of the increasing retirements that have begun and are anticipated over the next decade. This study will be utilized to enhance retention supports for this important workforce segment.
- Created a corporate Learning and Development Unit within the Talent Development Branch to develop, deliver and coordinate key corporate training priorities to build internal capacity. In 2010-11, corporate-wide development priorities included management development, onboarding/orientation and anti-harassment training with a particular emphasis on e-learning delivery.

## Progress in 2010-11 (cont'd)

### Measurement Results

#### Employee separation rate

This measures the percentage of permanent, full-time employees who leave the public service for voluntary or involuntary reasons. The employee separation rate helps to measure two public service strategies: the extent to which the public service is able to retain a professional workforce and create a work environment that supports employee engagement.

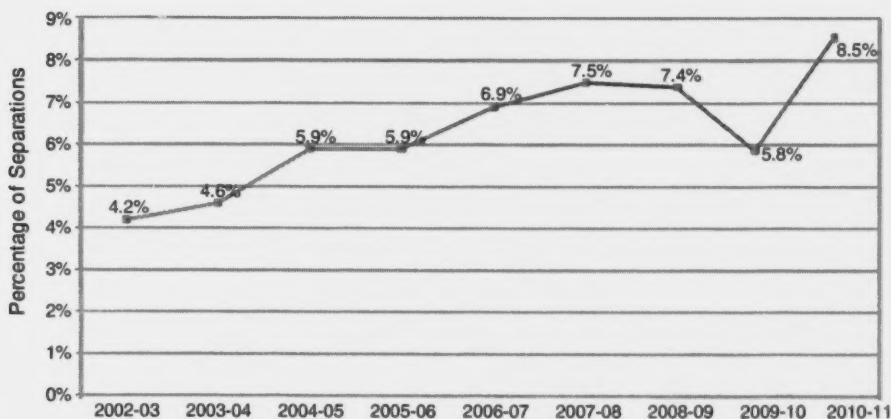
The separation rate for 2010-11 increased to 8.5 per cent from 5.8 per cent in 2009-10. This increase is a result of an increase in the number of retirees: 329 in 2010-11, compared to 240 in 2009-10. The Government of Saskatchewan's permanent, full-time voluntary separation rate (7.1 per cent) is higher than

the average voluntary turnover rate for Canadian companies (6.1 per cent), as well as the average rate for Canadian Government organizations (4.3 per cent.)<sup>1</sup>

Voluntary separations provide an opportunity to prioritize services and programs, which in turn can improve the outcomes of attrition-driven reduction strategies and reduce the size of Government's footprint.

Please note that certain high-separation groups and occupations require in-depth monitoring and may require customized supports.

This measure is calculated by dividing the number of permanent full-time employees who left the public service (723) by the total number of permanent full-time employees (8,543).



Source: PSC Human Resource Information System, March 2003 to 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 to 2011.

<sup>1</sup> The Conference Board of Canada, Compensation Planning Outlook 2011: Playing it Safe in the Face of an Unsteady Economic Recovery, page 16, [www.conferenceboard.ca](http://www.conferenceboard.ca)

## Progress in 2010-11 (cont'd)

### Retention rate of new employees

Despite the goal of a smaller footprint for Government, new employees are needed to work in all areas of the public service and in particular, critical and hard-to-recruit areas.

This measures the rate at which the public service retained new, permanent, full-time employees over a four-year period. The retention rate provides insight into the quality of workplace policies and practices (including human-resource-related policies and practices), organizational culture, and leadership in the public service.

The retention rate helps to measure two public service strategies: the extent to which the public service is able to retain a professional workforce and the extent to which it can provide a work environment that supports employee engagement and productivity.

Declining retention rates for new employees are a risk for the workplace, as the employer must have the workforce necessary to provide effective public services and policy.

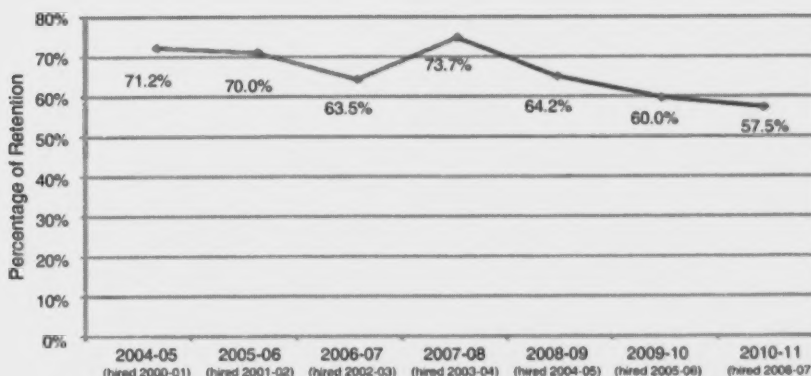
Managers and management practices have a high level of influence on this measure, however other factors play a role, including

employee assumptions and expectations about the work and the workplace, opportunities for advancement, and family and personal situations.

Retention rates have decreased over the past year, from 60.0 per cent in 2009-10 to 57.5 per cent in 2010-11. Although this trend is a concern, it is not a surprise, as the provincial labour market has become an employee's market, meaning workers have many options when determining for whom they will work.

As well, pressure continues to increase on the provincial labour market as a result of a growing provincial economy, an aging workforce with increasing retirements, declining birth rates and a projected increase in the competition for labour (particularly in Western Canada).

This measure is calculated by dividing the number of retained permanent full-time employees (150) for a four-year period (2007-11) by the number of employees hired (261) within the first year of the four-year period (2006-07). A new employee is a new hire with no previous Government experience, or one who is returning to work after a break in service of over 180 days.



Source: PSC Human Resource Information System, March 2002 to 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 to 2011.



## Progress in 2010-11 (cont'd)

### Percentage workforce representation by diverse employee groups

This measure reflects Government's ability to attract and retain a workforce representative of Saskatchewan's population, including ensuring the public service workplace includes Aboriginal persons, persons with a disability, visible minority persons, women in non-traditional roles, and youth.

There is a compelling business case to create a diverse workforce. Increasing the representation of employees from diverse cultures, genders, backgrounds, and generations allows the public service to better reflect the population of the province, capitalize on the available labour force, and establish a public service that is more creative, which in turn produces increasingly thorough solutions to provincial challenges and opportunities.

The representation of Aboriginal people, visible minority persons and women in senior management positions continues to improve and better reflect Saskatchewan Human Rights Commission (SHRC) targets.

The measure of youth is calculated by dividing the number of active permanent full-time, permanent part-time, non-permanent and labour service employees under 30 (1,521) by the total number of employees in all assignments as of March 31, 2011 (11,905).

The percentage of youth within the public service has decreased from 13.0 per cent in 2009-10 to 12.8 per cent in 2010-11. As of March 31, 2011, only 12.8 per cent of all employees and 6.6 per cent of permanent full-time employees were under 30 years of age, compared with 26.9 per cent of the entire employed provincial population.<sup>2</sup>

The percentage of each diversity group is calculated by dividing the number of employees who have self-declared within a diversity group (or more than one) who are permanent full-time, permanent part-time, non-permanent active or non-active labour service employees, by the total number of employees within those assignment groups.<sup>3</sup>

Percentage workforce representation by diverse employee groups						
	2006-07	2007-08	2008-09	2009-10	2010-11	SHRC* Targets 2010-11
Aboriginal persons	11.2%	11.4%	11.6%	11.8%	12.0%	13.1%
Persons with a Disability	3.5%	3.3%	3.1%	3.1%	3.0%	9.7%
Visible Minority Persons <sup>4</sup>	3.1%	3.3%	3.5%	3.6%	3.7%	3.8%
Women in senior management	39.0%	40.2%	40.1%	37.9%	40.0%	47.0%
Women in middle management and other management positions	34.4%	35.0%	37.5%	39.1%	39.0%	47.0%
Youth	11.6%	12.8%	13.4%	13.0%	12.8%	n/a

Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 to 2011

<sup>2</sup> Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2011; CANSIM Table 282-0001: Labour Force Survey Estimates, March, 2011, Statistics Canada (including employees and self-employed persons).

<sup>3</sup> A pro-rated headcount is used to count employees, where each assignment is given a weight of one divided by the total number of assignments a particular employee holds.

<sup>4</sup> Please note the 2009-10 Visible Minority Persons number has been updated to 3.6% from the 4.3% reported in the 2009-10 Annual Report and the 2011-12 PSC Plan. This update is necessary to correct a "double-counting error" which occurred in the metric when first calculated.

## Progress in 2010-11 (cont'd)

### Create a work environment that supports employee engagement

#### Results:

- Partnered with ministries to integrate a values-based culture focused on service excellence, teamwork, integrity, respect and innovation by aligning values with public service renewal priorities; introducing workforce planning; team building; and incorporating workplace principles and values into employee training initiatives, and employee work and learning plans.
- Developed and implemented an Attendance Support Policy to increase public service productivity and engagement and address attendance management, return-to-work and sick time usage (*Minister's Mandate Letter*). The policy is designed to help managers and employees in their efforts to enhance regular attendance at work. Training, communication supports and policy advice were provided to over 1,300 managers and supervisors across the public service.
- Established a system-wide work planning and review program for in-scope employees to ensure effective performance management. The new program plays an important role in embedding a culture of renewal in the public service and helps ensure employees understand their roles and how their work fits with the overall work of the ministry and government. Successful implementation means all employees will be treated consistently, regardless of where they work in the public service. It also means manager/employee discussions about job expectations, changes, ongoing opportunities and supervisor feedback will take place. Implementation will be completed by all ministries in 2011-12.
- Enhanced employee recognition across the public service: conducted an employee recognition preferences survey at the PSC;

hosted recognition award ceremonies and gatherings at various ministries; and managed and delivered the Long Service Recognition Awards Program on behalf of Executive Government.

### Measurement Results

#### Percentage of payroll spent on training

This measures the amount Government spent on training its employees as a percentage of straight-time annual payroll. The measure provides insight into investment in education, training and development for employees, and helps to measure the success of two strategies: creating a work environment that supports employee engagement and building effective public service leadership and management.

Higher public expectations for services and programs, policy, and service delivery mean Government needs employees with the right knowledge and skills to effectively perform the work that needs to be done. Maximizing existing employee skills and increasing investments in learning and development will help engage employees and maintain their skills.

Government and the province's productivity will lag behind that of our neighbours if investment in learning and development is not addressed.

In 2010-11, 0.75 per cent of payroll was spent on employee training. This is an improvement from 2009-10, when 0.69 per cent of payroll was spent on training. The increase is due mainly to the investment for corporate training in the Lean methodology. By comparison, overall Canadian government jurisdictions and organizations spent an average of 1.90 per cent<sup>5</sup> of payroll on employee training.

Sustaining this positive trend is a critical investment in employees. It provides employees with the skills and confidence

<sup>5</sup> The Conference Board of Canada, *Learning and Development Outlook 2009: Learning in Tough Time*, ISBN 978-088763-937-1, page 16.

## Progress in 2010-11 (cont'd)

necessary to deliver successful programs and services to Saskatchewan citizens.

Percentage of payroll spent on training	
2005-06	0.50%
2006-07	0.60%
2007-08	0.69%
2008-09	0.77%
2009-10	0.69%
2010-11	0.75%

Source: Ministry Year-End Reports, Human Resource Plans, March 2006 to 2011.

### Build effective public service leadership and management

#### Results:

- Developed an executive talent inventory, and identified options and opportunities for addressing the learning needs of high-potential employees. Learning support will be provided to maintain and build strong leadership within the public service in response to ongoing and projected leadership retirements. Plans have been made to extend the talent inventory to middle management levels.
- Led the development, implementation and management of the Lean methodology across the public service (which involved 17 ministries not already undertaking Lean). The initiative began in spring 2010, with the introduction of Lean training for senior managers, to ensure a common understanding of Lean and a common approach to applying Lean across ministries to improve the quality and efficiency of government's processes.
- A consulting firm specializing in the Lean methodology was contracted by the Public Service Commission to provide advice, guidance and training, and to assist ministries to make improvements in up to two business processes each.
- Approximately 250 senior managers were trained in Lean principles and techniques.
- 34 projects were undertaken by government "Lean teams." More than 600 managers, supervisors and front-line staff received training through the various Lean projects and activities initiated by the ministries.
- Ministry project teams identified numerous ways to:
  - improve customer service (e.g. reducing the time it takes to process a payment for a customer; reducing the time it takes to process a customer application);
  - eliminate non-value added work and increase capacity to handle existing workloads and the growth in demand for services in some areas;
  - generate cost savings; and,
  - improve workplaces and employee morale.
- Ministries continue to work to implement the improvements identified by their Lean teams.
- Provided \$250,000 to the Johnson-Shoyama Graduate School of Public Policy to assist in professional development opportunities for the next generation of public service leaders. This brings the total investment over the past three years to \$750,000 (*Minister's Mandate Letter*). In 2010-11, professional development learning opportunities included:
  - Eight senior executive development sessions for 249 participants. Topics included Public Administration and Public Policy for Senior Officials, Advanced Public Sector Service Fundamentals, Project Management, Leader's Role, Results Based Management and



## Progress in 2010-11 (cont'd)

- Government Engagement with Aboriginal Youth; and
- Four policy workshops for 125 participants. Topics included Advanced Policy Application, Preparing Better Cabinet Decision Items, and Collaborative Policy Making.
- Co-ordinated and delivered three Leadership Development Program training sessions to approximately 75 middle managers.
- Delivered two Management Fundamentals orientation sessions for approximately 75 new middle and front-line managers. The program is designed to provide new managers and leaders with an understanding of the overall structure of Government, the key processes and applicable policies, and the context, importance and principal responsibilities of the management and leadership roles in the public service.

### Delivery of corporate-wide professional development opportunities

Year	2008-09	2009-2010	2010-2011
Senior executive development sessions	n/a	16 sessions for 286 participants.	Eight sessions for 249 participants
Leadership Development Program	Three sessions for 78 middle managers	Three sessions for 75 middle managers	Three sessions for 75 middle managers
Management Fundamentals	Four sessions to 164 new middle and front-line managers	Three sessions to 111 new middle and front-line managers	Two sessions for 75 new middle and front-line managers

### Ensure a fair and balanced labour relations environment that respects the rights of public service employees and the needs of the public service

#### Results:

- Fostered and maintained productive relationships with public service unions, on behalf of the employer (Government of Saskatchewan):
  - Finalized and implemented new SGEU and CUPE collective bargaining agreements;
  - Initiated a Letters of Understanding review and a Union Management Committee review which are scheduled to continue during the term of the agreements;
  - Attended regular issues meetings and worked with the unions on matters of mutual concern; and
  - Partnered with SGEU to improve the efficiency of the grievance process. (*Minister's Mandate Letter*)

- Initiated a new expedited process for scope review requests to ensure a proper balance of in-scope and out-of-scope positions within the public service. (*Minister's Mandate Letter*)

### Establish and maintain transparent and accountable human resource processes and practices

- Provided workforce analysis and planning, facilitation and organizational design support to 21 ministries and two agencies to develop and provide advice on workforce adjustment plans; span of control averages; program efficiency opportunities; strategic plans; organizational restructuring and change and transition plans. This support drives organization performance and capability by developing strategic partnerships across government to support the achievement of government-wide priorities.
- Developed a Change and Transition Model and tools to support orderly and successful organizational transitions within the public service.

## Progress in 2010-11 (cont'd)

- Enhanced management information by providing key workforce indicators, on a quarterly basis, to all ministries for planning purposes.
- Strengthened protection for public service employees and whistle-blowers in the workplace by drafting and advancing Bill 147, *The Public Interest Disclosure Act*. The purpose of the draft legislation is to enhance confidence in government institutions and the public service by facilitating the disclosure and investigation of alleged wrongdoing and protecting public servants who disclose by establishing a Public Interest Disclosure Commissioner. The Bill proceeded through first reading in November 2010. (*Minister's Mandate Letter*).
- Developed regulations under *The Growth and Financial Security Act (July 2009)* to monitor the size of the public service in relation to the province's population. (*Minister's Mandate Letter*) The trend over the past three years has resulted in the size of the public service diminishing while the population has continued to grow.
- Ensured ongoing compliance in process and practice by all ministries and public service employees with the provisions outlined for staffing, classification, probation, salary supplements, and transfers of employees in *The Public Service Act, 1998* and *The Public Service Regulations, 1999*.
- Continued to resolve pension claims from non-permanent public service employees who may have been uninformed or misinformed of their pension options between 1981 and 1999. To date, settlement information packages have been provided to 2,695 potential claimants. 843 claims have been approved and 578 denied. (*News Release, August 17, 2009*)
- **Ensured promotion in the public service is based on merit.** The PSC is an independent agency that manages the recruitment and staffing processes in accordance with *The Public Service Act*,

1998, and collective agreement provisions. Unionized employees are staffed on the basis of seniority and qualifications, and non-unionized positions on the basis of merit. This ensures the principles of fairness, openness, and accessibility are upheld. (*Minister's Mandate Letter*)

### Improve the effectiveness and efficiency of the PSC's programs and services so as to ensure the best use of public funds

#### Results:

- Completed the establishment of the Employee Service Centre at the PSC to create efficiencies in corporate payroll and administrative processes, including reducing costs. In 2010-11, operational and technology reviews were pursued to focus efficiency improvements, standardize processes and enhance technology systems. In addition, training was provided to ESC staff to establish a common best practice knowledge base. (*Minister's Mandate Letter*).
- Incorporated Lean process improvement practices into the PSC's management practices.
- Used the Lean methodology to reduce the time required to staff a permanent full-time position in the public service from 55 days in 2009-10 to 49 days in 2010-11, with a future goal to reduce the time to 30 days. This improvement will help ensure front-line positions are filled quickly. Actions that contributed to this reduction included the delegation of out-of-scope staffing to all ministries, increased usage of re-assignment processes, shorter posting times, and increased use of eligibility lists and lateral transfers. (*Minister's Mandate Letter*)
- Used the Lean methodology to reduce the time required to complete classification reviews for public service jobs from 138 days to 89 days for encumbered positions, and from 48 days to 27 days for new/vacant

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## Progress in 2010-11 (cont'd)

positions, with a future goal to reduce the time to 35 days. Improvements contributing to the time reduction included better caseload management training for Human Resource Consultants required to undertake classification work, and development of new job description forms to ease the workload for managers and to make processes more client friendly. (*Minister's Mandate Letter*)

- Used Lean methodology to improve the public service administrative process for workers' compensation claims. The objective is to improve speed, accuracy and consistency, and to complete all transactions within three days (currently completing approximately 68 per cent of transactions within three days).
- Stabilized and fine-tuned PSC service delivery across the public service by standardizing client service level agreement metrics, implementing consistent processes for staffing and payroll for all ministries, and reviewing services to assist with continuous improvement efforts.
- Delivered effective and efficient human resource services to 21 ministries in the Saskatchewan public service:
  - Revised Ministry Client Service Agreements to standardize PSC service offerings and incorporate service metrics and targets to measure the success of human resource service provision. These agreements set out the roles and responsibilities of the ministry and the PSC as they relate to specific human resource services the PSC provides. Progress reports are provided annually;
- Staffed 906 permanent full-time positions;
- Completed 1,173 classification actions;
- Managed the payroll system and payroll operations for client ministries and government agencies, addressing 113,936 client cases and providing 313,840 pay cheques; and
- Provided access to counseling for 909 employees through the Employee and Family Assistance Program.
- Developed and implemented a Workforce Adjustment Strategy to support Government's commitment to reduce the size of the Saskatchewan public service by 15 per cent over four years. The strategy resulted in all ministries developing four-year workforce adjustment plans that leverage attrition (voluntary separations and retirements), vacancy management, and redeployment and stages the reductions. A reduction of 528.5 FTEs (4.1 per cent) was achieved in 2010-11. (*Minister's Mandate Letter*)
- Provided central coordination for the corporate Lean initiative that is driving process improvements across ministries and making government more efficient, effective, and citizen-centered.

## Progress in 2010-11 (cont'd)

### Measurement Results

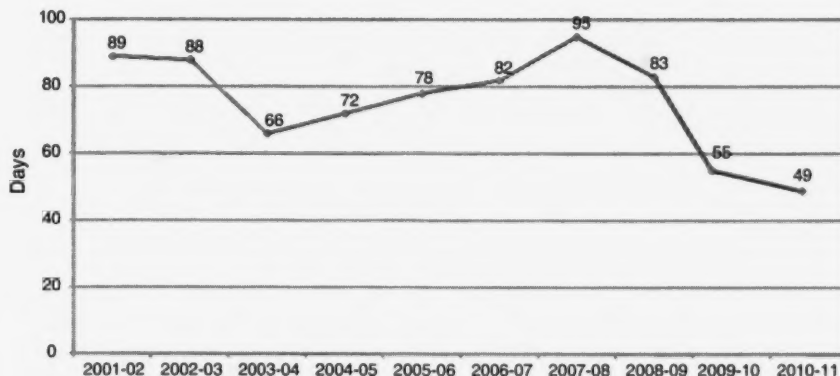
#### Time to fill a permanent full-time vacant position

This measures the average number of calendar days it takes to fill a permanent full-time position. The measure provides insight into the PSC's ability to deliver effective, efficient, and transparent human resource services.

The competition for skilled and educated labour now and in the coming decade means the time it takes to staff a position is a risk to Government operations and may result in lost skill opportunities and program and service impacts, if other organizations recruit candidates faster. This is a recruitment issue for the public service as the competition for skilled labour will increase.

The time to fill a permanent full-time position has decreased from 55 days in 2009-10 to 49 days in 2010-11. Actions that contributed to this decrease through the application of Lean process improvement practices include: the delegation of out-of-scope staffing to all ministries, increased usage of re-assignment processes, shorter posting times, and increased utilization of eligibility lists and lateral transfers. The time for the staffing process to take place is directly affected by a number of provisions in the PS/GE Collective Bargaining Agreement, Commission and Ministry processes, quality of applicants, and the availability of participants' time.

This measure is calculated by dividing the total number of calendar days utilized to fill all permanent full-time positions (45,622) by the total number of permanent full-time positions filled (938) over a fiscal year.



Source: PSC TRACCOMP and online Career Centre

## Progress in 2010-11 (cont'd)

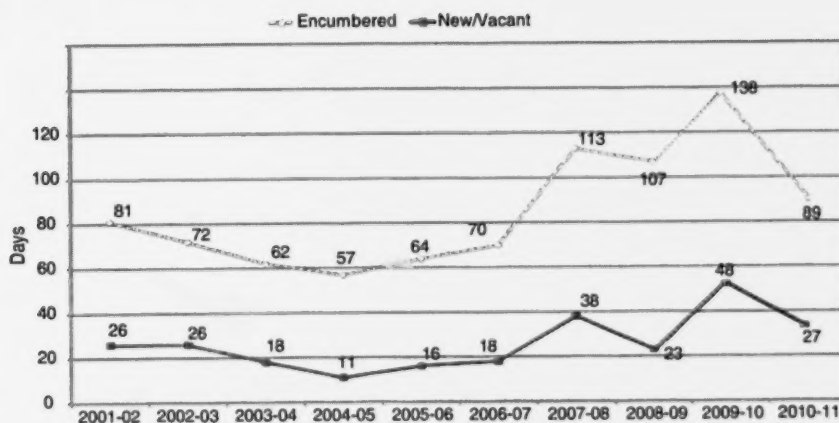
### Time to complete a classification

This measures the average number of calendar days it takes to complete classifications for encumbered and new/vacant positions. The measure provides insight into the PSC's ability to deliver effective, efficient, and transparent human resource services.

There has been an upward trend in the time to complete a classification action over the past few years. The time to classify a position has decreased from 138 days to 89 days for encumbered positions and from 48 days to 27 days for new/vacant positions. Classification improvements included better caseload management, HR Consultant training, and new job description forms to ease the workload for managers and make processes more client friendly.

The PSC is challenged to provide the level and quality of service expected and needed by Ministry clients. The new human resource service delivery model for the public service has been designed to improve the efficiency and effectiveness of the human resource function supporting the Government of Saskatchewan to achieve its goals. The ability to demonstrate this success by reducing the time needed to complete classifications is critical.

These measures are calculated by dividing the total number of calendar days utilized to classify a position (50,679 encumbered, 7481 new/vacant) divided by the total number of positions classified (for a given time period) (570 encumbered, 278 new/vacant).



Source: PSC Classification Tracking System



# 2010-11 Financial Overview

## Summary of Expenditures

For the period ending March 31, 2010-11, the Public Service Commission incurred total expenses of \$36.238 million. This represents a variance of \$0.635 million under the 2010-11 operating budget of \$36.873 million. The variance primarily relates to salary savings due to vacancies, leaves of absences or reduced hours of work.

(in thousands of dollars)				
Appropriation Totals	2009-10 Actual Expenditure	2010-11 Original Budget	2010-11 Actual Expenditure	2010-11 Variance to Budget
<b>Central Management and Services (PS01)</b>				
Salary	\$ 984	\$ 1,032	\$ 1,001	\$ (31)
Operating Expense	4,648	3,293	4,187	894
<b>Sub Total</b>	<b>\$ 5,632</b>	<b>\$ 4,325</b>	<b>\$ 5,188</b>	<b>\$ 863</b>
<b>Corporate Human Resources and Employee Relations (PS04)</b>				
Salary	\$ 2,869	\$ 2,706	\$ 2,617	\$ (89)
Operating Expense	12,293	354	190	(164)
Transfers	250	250	251	1
<b>Sub Total</b>	<b>\$ 15,412</b>	<b>\$ 3,310</b>	<b>\$ 3,058</b>	<b>\$ (252)</b>
<b>Human Resource Client Service and Support (PS03)</b>				
Salary	\$ 16,273	\$ 13,276	\$ 12,796	\$ (480)
Operating Expense	853	885	751	(134)
	-	-	1	1
<b>Sub Total</b>	<b>\$ 17,126</b>	<b>\$ 14,161</b>	<b>\$ 13,548</b>	<b>\$ (613)</b>
<b>Employee Service Centre (PS06)</b>				
Salary	\$ 5,031	\$ 7,493	\$ 6,882	\$ (611)
Operating Expense	5,586	6,084	5,995	(89)
Capital Asset Acquisition	2,646	100	136	36
<b>Sub Total</b>	<b>\$ 13,263</b>	<b>\$ 13,677</b>	<b>\$ 13,013</b>	<b>\$ (664)</b>
<b>Total Appropriation</b>	<b>\$ 51,433</b>	<b>\$ 35,473</b>	<b>\$ 34,807</b>	<b>\$ (666)</b>
<b>Amortization of Capital Assets (PS08)</b>				
Capital asset acquisitions	\$ (2,646)	\$ (100)	\$ (136)	\$ (36)
Land, buildings and improvements	236	281	220	(61)
Office and Information Technology	1,206	1,219	1,347	128
<b>Total Expense</b>	<b>\$ (1,204)</b>	<b>\$ 1,400</b>	<b>\$ 1,431</b>	<b>\$ 31</b>
<b>TOTAL EXPENSE</b>	<b>\$ 50,229</b>	<b>\$ 36,873</b>	<b>\$ 36,238</b>	<b>\$ (635)</b>

Variance Explanations > \$100K:

1. Accommodation and ITO charges exceeded budget allocation.
2. Savings due to reduction in number of non perm pension appeal hearings and general operating reductions.
3. Savings due to vacancies, leaves of absence or reduced hours of work.
4. Savings due to internal expenditure restraint and reduction in anticipated travel and training.
5. Savings due to vacancies, leaves of absence or reduced hours of work.

## 2010-11 Financial Overview (cont'd)

### Summary of Revenue

The Public Service Commission collects revenue related to the provision of human resource services to external agencies. A summary of the PSC's 2010-11 budgeted revenue compared to actual revenue is presented below.

(In thousands of dollars)				
	Budget		Actual	Variance
<b>Other Revenues</b>				
Casual Revenue	\$	6	\$ 16	\$ 10
Previous Year Expenditure		-	13,512	13,512 <sup>1</sup>
<b>Sales, Service and Service Fees</b>				
All other service fees		25	8	(17)
<b>Total</b>	<b>\$</b>	<b>31</b>	<b>\$ 13,536</b>	<b>\$ 13,505</b>

<sup>1</sup> Non perm pension settlements - reduction in 2010-11 liability estimate

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## For More Information

The PSC is confident this report provides useful information about accomplishments and future plans. If you have questions or comments, we invite you to contact us at:

Communications  
Saskatchewan Public Service Commission  
2350 Albert Street  
Regina SK S4P 4A6  
Tel: (306) 787-0976  
Fax: (306) 787-4074  
psc.webmaster@gov.sk.ca  
**[www.psc.gov.sk.ca](http://www.psc.gov.sk.ca)**

This annual report is available on the PSC's website at:

**[www.psc.gov.sk.ca/reports/annualreport10-11.pdf](http://www.psc.gov.sk.ca/reports/annualreport10-11.pdf)**

*The Public Service Act, 1998*, is available at:

**[www.qp.gov.sk.ca/documents/English/Statutes/Statutes/P42-1.pdf](http://www.qp.gov.sk.ca/documents/English/Statutes/Statutes/P42-1.pdf)**

*The Public Service Regulations, 1999*, are available at:

**[www.qp.gov.sk.ca/documents/English/Regulations/Regulations/P42-1R1.pdf](http://www.qp.gov.sk.ca/documents/English/Regulations/Regulations/P42-1R1.pdf)**



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## Appendix A: Mandate and Governing Legislation

The Public Service Commission is the central human resource agency for the Government of Saskatchewan. The Commission provides leadership and policy direction for the development of a professional public service based on merit.

The Commission delivers human resource services, including staffing, classification and labour relations, and works with Ministries in the delivery of human resource services.

The PSC is responsible for representing the public interest in the administration of *The Public Service Act, 1998*, and *The Public Service Regulations, 1999*. According to Section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and

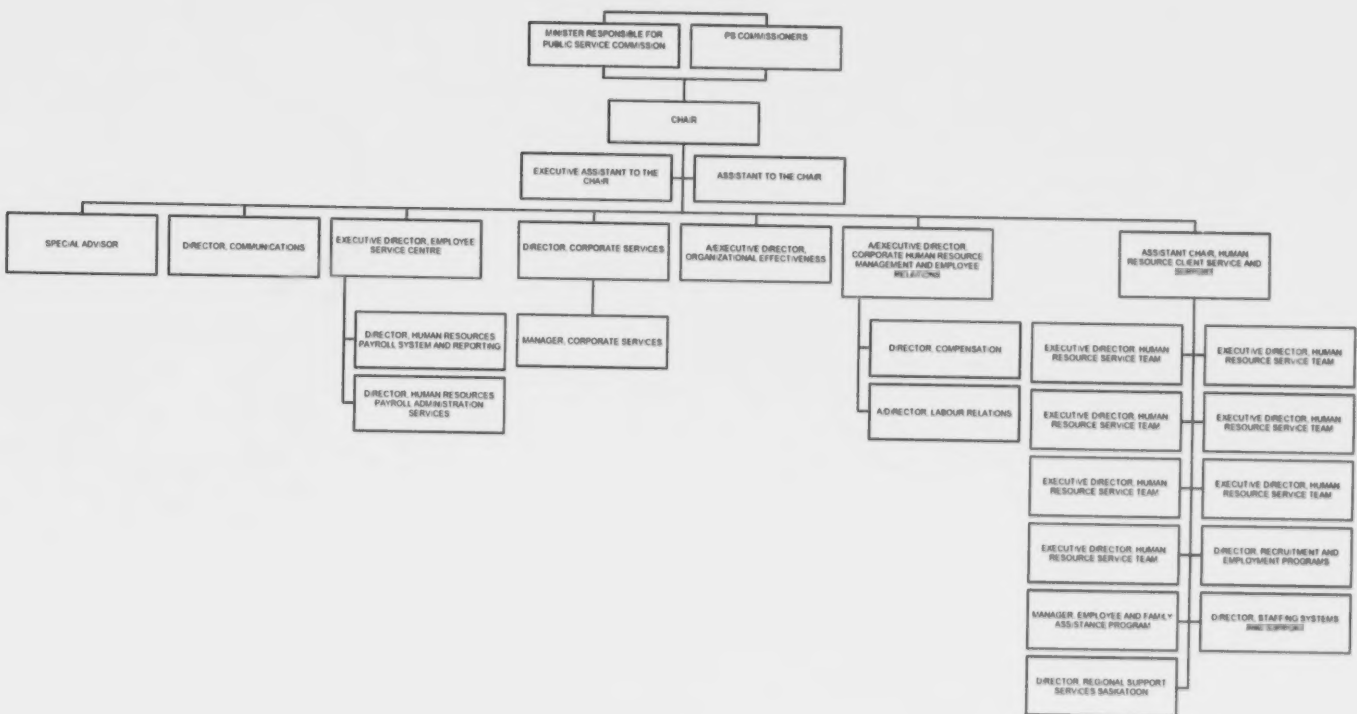
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the PSC, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*. Commissioners have all powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

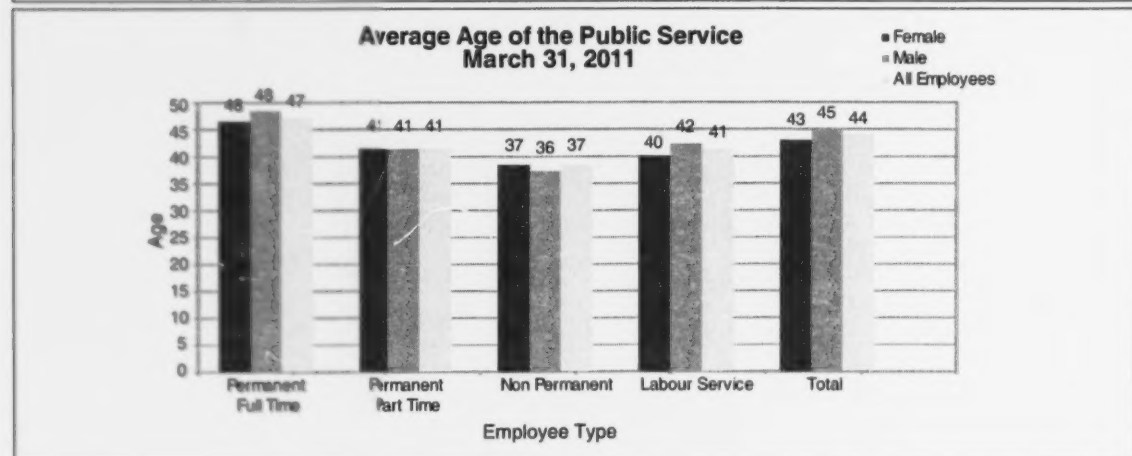
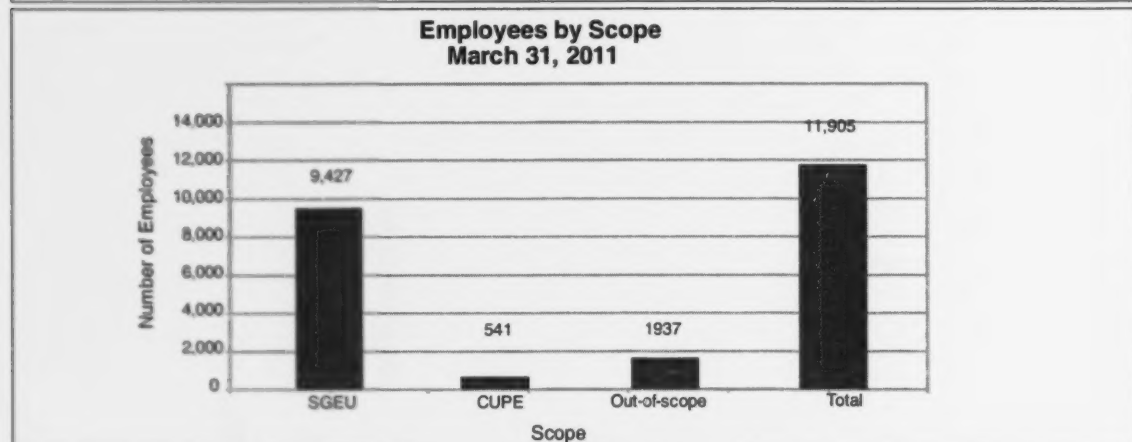
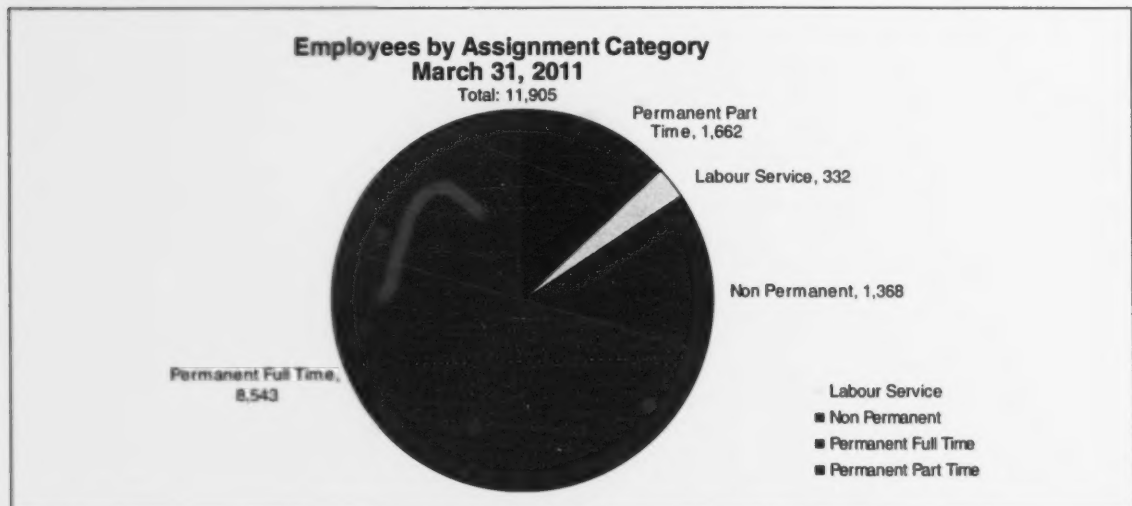
The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

**SASKATCHEWAN PUBLIC SERVICE COMMISSION  
EXECUTIVE STRUCTURE**

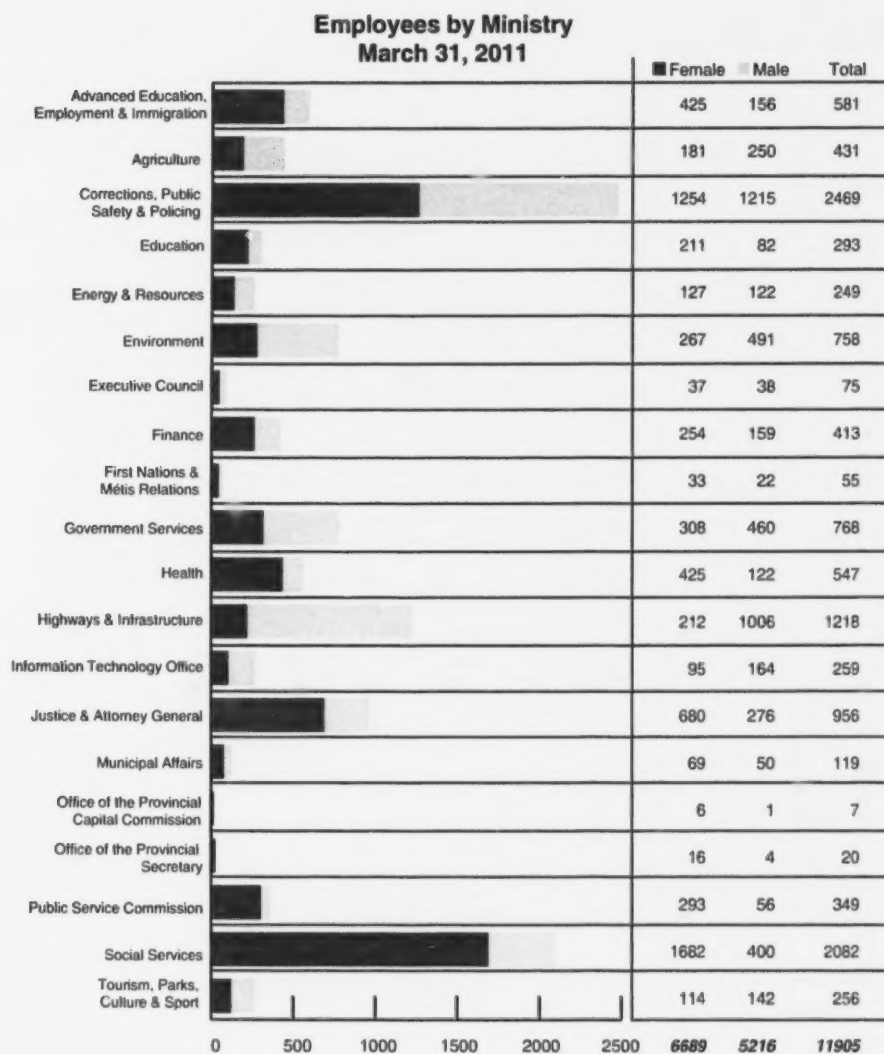


## Appendix C: Charts and Demographics

Please note: These charts represent overall demographics for the public service.



## Appendix C: Charts and Demographics (cont'd)



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## Appendix D: Public Service Commissioners



Don Wincherauk, Chair



Philip Benson



Dawn Dobni



Allan Higgs



Sandra Steen

## Appendix E: Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified

division of the public service or excluded from the operation of the Act. During the 2010-11 fiscal year, 45 positions were transferred or excluded, as follows:

MINISTRY	POSITION	NUMBER
Executive Council	Administrative Assistant (MCP2)	1
	Manager, Communications Services (MCP7)	1
	Print Advisor and Industry Consultant (MCP6)	1
Finance	Associate Deputy Minister (DM2)	1
	Deputy Minister (DM4)	1
Justice and Attorney General	Crown Counsel	7
	Senior Crown Counsel	3
	Student-at-Law	10
	Executive Officer to the Chief Justice for Saskatchewan (MCP6)	1
	Judicial Assistant (MCP2)	3
	Provincial Court Case Manager (MCP4)	1
	Legislative Publications Officer (MCP1)	1
	Communications Officer (MCP6)	1
	Senior Administrative Coordinator (MCP3)	1
Office of the Chief Electoral Officer		
Office of the Information and Privacy Commissioner	Portfolio Officer (MCP7)	5
Provincial Capital Commission	Senior Administrative Assistant (MCP3)	1
Provincial Secretary	Acting Deputy Director (MCP6)	1
	Executive Director of Francophone Affairs (MCP10)	1
	Junior Protocol Officer (MCP2)	1
	Junior Protocol Officer (MCP4)	1
	Senior Administrative Assistant (MCP3)	1
Tourism, Parks, Culture and Sport	Associate Deputy Minister (DM1)	1
<b>TOTAL</b>		<b>45</b>

